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GREENCOM PROJECT: GUATEMALA TASK ORDER

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Note: The opinions expressed in this report are those of the author and do not necessarily reflect those of USAID/Guatemala..

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I. OVERVIEW

GreenCOM is a global project of the United States Agency for International Development (USAID) that provides technical assistance and support in environmental education and communication to USAID missions and projects worldwide.

In late 2001, USAID/Guatemala and its partners asked GreenCOM to:

- Conduct a rapid assessment of current education and communication activities in the Maya Biosphere Reserve (MBR)
- Organize a participatory workshop to share the assessment findings and recommendations with the various stakeholders
- Jointly develop a conceptual framework that would contribute to a unified strategy for education and communication in the Biosphere

Based on the results of the assessment, GreenCOM was asked to provide additional short-term technical assistance in the development of a strategic participatory communication plan aimed at national, regional, and local opinion leaders. The goal of the plan was to increase collaborative action to promote the MBR master plan among public, private, nonprofit, and social sector decision makers and opinion leaders.

In 2002, USAID/Guatemala progressively expanded its focus from the Maya Biosphere to the Atitlán Volcanoes and Motagua-Polochic regions. GreenCOM was asked to provide marketing technical assistance to activities in both areas. The first activity focused on building capacity in marketing and fundraising for Defensores de la Naturaleza, Guatemala's largest environmental nongovernmental organization (NGO) that administers, among others, two protected areas in the Motagua-Polochic region. The second activity consisted of supporting the marketing for a new ecotourism project in the municipality of San Pedro on the shores of Lake Atitlán. In addition to San Pedro municipal officials, GreenCOM worked with Vivamos Mejor, a private Swiss charitable organization, and The Nature Conservancy.

All of the GreenCOM activities were implemented in support of USAID/Guatemala's Strategic Objective No. 5 (SO5), "Improved natural resource management and conservation of biodiversity." Specifically, the activities conducted under this task order strengthened the capacity of Guatemalan governmental, nongovernmental, and private sector institutions to develop and evaluate strategic environmental communication interventions for sustainable management of natural resources and conservation of biodiversity in the SO5 focus areas. The communication methodologies and techniques implemented by GreenCOM assisted in improving natural resource management, improving environmental policy, and developing more responsive and effective institutions in these areas. Strengthened local capacity in strategic environmental communication also supported USAID/Guatemala's broader goals of fostering a more active civil society, improving environmental awareness through participatory processes, and building local advocates for Guatemala's natural resource patrimony.

This report outlines the technical assistance and support described in brief above.

II. MAYA BIOSPHERE RESERVE ENVIRONMENTAL EDUCATION AND COMMUNICATION ASSESSMENT (2001)

A. Introduction

Created in 1990, Guatemala's Maya Biosphere Reserve (MBR) covers more than two million hectares, an area roughly the size of El Salvador. It represents eighty percent of Guatemala's protected areas and almost twenty percent of its total territory. Rich in biodiversity, the Biosphere is home to twenty ecosystems, two hundred twenty species of birds, and fifty-three mammal species. It is also the cradle of ancient Maya civilization with one hundred seventy-five archaeological sites, including Tikal, a United Nations World Heritage Site.

When the MBR was created in 1990, USAID/Guatemala was a major supporter. The Maya Biosphere Project (MBP) was the focus of the mission's environmental strategic objective: "Improved natural resource management and conservation of biodiversity." The main components of this project were park administration, sustainable income generation, policymaking, institutional strengthening, and environmental education and communication.

By 2001, a number of governmental institutions and local and international NGOs had started environmental education and communication programs in the Biosphere. USAID/Guatemala and the MBR's advisory committee asked GreenCOM to conduct an assessment of these activities to provide guidance for future funding. Specifically, GreenCOM was asked to:

- Conduct a rapid assessment of current education and communication activities
- Organize a participatory workshop to share the assessment findings and recommendations with the various stakeholders
- Jointly develop a conceptual framework that would contribute to a unified strategy for education and communication in the MBR

The complete scope of work for this technical assessment is included in [Appendix A](#).

B. Environmental Education & Communication Assessment

Two GreenCOM consultants conducted the rapid assessment of Biosphere education and communication activities during a three-week period in September 2001. During that time, the consultants:

1. Reviewed documents and environmental education and communication (EE&C) materials provided by various Biosphere stakeholders before and during the consultancy.

2. Conducted in-depth interviews with approximately fifty key stakeholders in Guatemala City and the Peten.
3. Conducted observational visits to selected field sites to review and observe existing EE&C activities and to interview local stakeholders about EE&C application and impact.
4. Met, interviewed, and coordinated with other USAID-funded technical assistance teams working in Guatemala City and the Peten.

A set of assessment questions and an institutional capacity checklist were developed specifically for use in the Biosphere to systematize the information gathered.

C. Results and Lessons Learned

The results of this assessment indicated that:

- Although the various education and communication activities were initiated with good intentions, they were not coordinated and they lacked a unifying theme and consistent message. In some cases, the messages were even contradictory.
- Education and communication strategies had focused primarily on communities within the Biosphere. National, regional, and municipal decision makers and opinion leaders had not been involved, which made it difficult to manage the reserve sustainably and preserve its ecological integrity and economic viability.
- Education and communication interventions were aimed more at changing knowledge and attitudes than at changing behavior. There was a need to redirect activities toward changing people's actions.
- People living in the Biosphere generally had a negative attitude toward the idea of conservation. They felt that the reserve belonged to the government and NGOs and that conservation efforts went against the interests of residents.

The results of this assessment were shared in a workshop with the various organizations that had been involved. More than thirty individuals from fifteen organizations took part in a participatory process that led to the following recommendations:

1. Develop a five-year education and communication strategy for the Biosphere. This strategy would be aimed toward the three priority audiences that have the most impact on the Biosphere—national and regional decision makers and opinion leaders, Biosphere municipalities, and local communities.
2. Consolidate Maya Biosphere Project successes by developing regional education and communication capacity and by strengthening the organizational and communication capacities of CONAP (the National Council for Protected Areas) and the reserve communities.

3. Expand the circle of Biosphere stakeholders to achieve a critical mass of individuals and groups taking positive action for the reserve. Actively involve municipalities, increase participation of women and youth, and forge new partnerships with government agencies, NGOs, community groups, and the private sector.

Because assessment participants repeatedly expressed concerns about the upcoming fire season, GreenCOM also helped them develop the complementary *Maya Biosphere Reserve Forest Fire Prevention Strategy*.

D. Deliverables

As per GreenCOM's scope of work, deliverables provided to USAID in Spanish and English (hard copies and electronic files) included:

- *The Maya Biosphere Reserve Environmental Education and Communication (EE&C) Assessment Report*, a brief assessment of EE&C activities and interventions implemented by Biosphere stakeholders, including discussions of strengths and weaknesses, opportunities and obstacles, capacity building needs, etc. Also included were a set of recommendations for CONAMA (the National Commission on the Environment), CONAP, and respective member institutions to improve and enhance the impact of individual and joint education and communication programs.
- *The Maya Biosphere Reserve Unified EE&C Strategy*, a document for CONAMA, CONAP, and all member institutions to support the long-term conservation and sustainable management objectives of the Biosphere. This document included a conceptual framework for the EE&C strategy; possible EE&C channels (television, radio, print media, Internet, extension services, youth-based initiatives); an EE&C capacity building and training plan for Guatemalan staff; implementation options and sequencing; roles and responsibilities of CONAP and the various member institutions in executing the strategy; and a monitoring and evaluation strategy.

III. MAYA BIOSPHERE RESERVE COMMUNICATION STRATEGY (2002–2003)

A. Introduction

Based on the assessment described in the preceding section, USAID/Guatemala and its advisory committee requested additional short-term assistance from GreenCOM in the development of a strategic participatory communication plan aimed at national, regional, and local opinion leaders. This technical assistance was provided through four visits and e-mail and telephone communication throughout 2002 and 2003. USAID/Guatemala's Environmental Policy Institutional Strengthening Project (FIPA) provided in-country support and funding for

promotional activities and materials developed through this plan. These activities were conducted in coordination with the director of education and communication for Guatemala's national park service, who was GreenCOM's principal local counterpart. The complete scope of work for this technical assistance is included in [Appendix B](#).

B. The Maya Biosphere Strategy for System-wide Change: Developing the Strategy

To develop the communication strategy, GreenCOM conducted regional and national multi-sectoral workshops and formative research with the target audiences.

Multi-Sectoral Workshops

These workshops were conducted to involve stakeholders in identifying and prioritizing the specific target audiences, potential collaborative actions these audiences could take to support the Biosphere, and strategy messages. More than thirty individuals representing twenty governmental, nongovernmental, and private sector organizations participated. One focus of the workshop was an initial analysis concerning:

- Information and perceptions the target audiences had about the Biosphere
- Factors that might motivate these audiences to collaborate with the promotional plan and support the Biosphere
- Identification of opinion leaders in these target audiences and organizations they belonged to
- Existing information about the target audiences (research, case studies, key informants)

Formative Research

A private sector research firm was contracted to conduct a study with seventy-eight national, regional, and municipal opinion leaders—both men and women—in the social,¹ private, public, and mass media sectors. The objectives of the study were to:

- Explore the target audiences' perceptions of the term "Maya Biosphere" in comparison with the term "Maya Biosphere Reserve"
- Conduct a pretest of a promotional poster, logo, and slogan
- Develop an inventory of national, regional, and municipal opinion leaders and organizations that could be involved in the strategy in the future

Three important findings emerged from the study. First, researchers found that interviewees in general had limited knowledge about the Biosphere and its benefits. Most believed that government agencies were responsible for managing it.

Second, the study found that the term "Maya Biosphere" had more resonance with the target audiences because it seemed to refer to nature and the natural world of the Peten, the

¹ In Guatemala, the social sector includes NGOs, community-based organizations, the *campesino* (or farmer) movement, and churches.

governmental department where the Biosphere is located. By contrast, the term “Maya Biosphere Reserve” was perceived as referring to a formal, limited area that the government and environmental NGOs managed. Because of these perceptions, the term used in the promotional materials was “Maya Biosphere.”

Finally, the interviewees were skeptical about the promotional materials. The poster, for example, met with general approval only among municipal opinion leaders. At the regional level, only some leaders approved of it, and at the national level it was generally rejected. Because of these pretest results, the poster was redesigned.

The research and workshops formed the basis from which the Maya Biosphere Project team developed the education and communication strategy. The objectives of this strategy were threefold:

1. Increase knowledge about the Maya Biosphere and its benefits. Reframe people’s perceptions of the Biosphere by emphasizing its social, economic, and cultural benefits in addition to its environmental benefits to build a wider sense of ownership. The slogan “Maya Biosphere, Taking Care of It Is to Our Advantage” (“Biosfera Maya, Cuidarla Nos Conviene”) summarized this new approach.
2. Build coalitions for collaborative action among the public, private, and nongovernmental sectors that respect and promote the application of the Biosphere legal framework and master plan. An added benefit would be a strengthened civil society.
3. Increase financial support and investment in the Biosphere in ways that respect the Biosphere legal framework and master plan.

This strategy was targeted toward national, regional, and municipal decision makers and opinion leaders in the government, private sector (especially businesses related to tourism), social sector, and the mass media. It had three elements: the Maya Biosphere Goodwill Ambassadors, a set of attractive promotional materials with a unified message, and media training.

Maya Biosphere Ambassadors

The heart of the strategy was to increase the number of stakeholders² negotiating and implementing sustainable solutions through the training and support of Maya Biosphere Ambassadors. These Ambassadors would catalyze, facilitate, and strengthen coalitions and collaborative actions among the public, private, and nongovernmental sectors and civil society. Opinion leaders of the various stakeholder groups identified in the workshops and formative research were invited to become Ambassadors and receive training in presentation skills, negotiation, and media relations.

Five three-day training sessions were conducted during which seventy-eight men and women from forty-five organizations were certified by the national park system as Maya Biosphere

² Stakeholders could be individuals, groups, institutions, communities, government agencies, businesses, partnerships, NGOs, and coalitions.

Ambassadors. The focus of the training was how to utilize the newly developed Maya Biosphere Promotional Kit (described below) to make persuasive presentations and to facilitate collaborative actions that supported the Biosphere master plan with individuals and groups in the sectors listed in the preceding paragraph.

At the end of the training, each Ambassador developed a work plan and made a written commitment to achieve specific goals. For example, the representatives from the *campesino* movement committed themselves to share information about internal zoning of the Biosphere with *campesino* organizations and to encourage those organizations to negotiate for lands within the buffer zone rather than the core zone. The representative from one of the leading regional tourism agencies made a commitment to promote tours outside of Tikal, thus extending the amount of time and money tourists would spend in the region. He also committed to visit several leading tourism agencies in Guatemala City to encourage them to do the same. The representative from the Guatemalan Congressional Environmental Commission committed to making a presentation to the commission and ensuring that its plans and activities followed the Biosphere's legal framework and master plan.

For many of the opinion leaders, these training sessions were the first time they had learned about the internal zoning of the Biosphere that defined the type of land use permitted. It was also the first time they had sat around a table with people from the other sectors and discussed the potential for a common future. Each session resulted in the participants enthusiastically asking the park service to host regular meetings where they could share experiences and lessons learned.

Attractive Promotional Materials with a Unified Message

The materials were developed by a local advertising agency with direction from GreenCOM and the director of the national park service's education and communication department. The heart of these materials was the Maya Biosphere Ambassador Promotional Kit, a briefcase of materials including:

- A six-minute promotional video
- Three PowerPoint presentations, each designed for a specific audience (national and regional opinion leaders, municipalities, and the social sector)
- The same presentations in overheads and laminated cards
- A CD with all of the materials in electronic format
- A Maya Biosphere Ambassador manual that summarized the training the Ambassadors received
- *A Guide to Your Presentations* to remind Ambassadors of key messages

In addition to the kits, other Biosphere promotional materials were developed, such as:

- A brochure summarizing key messages from the video and presentations (English and Spanish)
- Three different posters with a photo of the Biosphere, its logo, and a list of benefits the Biosphere provides

- A poster-size map of the Biosphere that explains its zones and their uses (Formative research found that Guatemalan maps did not show the Biosphere.)
- Stickers with the Biosphere logo
- Maya Biosphere caps
- A thirty-second television spot aired on national television newscasts for three months
- Three radio spots aired on one national and three regional radio stations for three months
- Two attractive traveling exhibits
- Billboards with artwork and messages from the posters that were placed on roads leading to the Biosphere and within its boundaries and on the three highways leading from the capital

The national park service sponsored two events to launch the campaign—one in the Peten and one in the capital, Guatemala City. These widely publicized and well-attended events featured the video and a presentation on the objectives, design, and other promotional materials of the campaign.

Media Training

This training was provided to eight leading journalists representing three major newspapers and three national television stations. The journalists took a two-day tour of the Biosphere to learn more about its features and to interview different stakeholders.

C. Results and Lessons Learned

In August 2002, GreenCOM's training team returned to Guatemala City from the first Ambassador training in the Peten to find that the director of CONAP, who had been very involved with and supportive of the Biosphere promotional program, had been unexpectedly replaced. At the same time, the regional director of the Peten, who had originated the request for GreenCOM's assistance and who had been a prime engine for the promotional strategy, had been relocated to the capital.

Because of these developments, the second training was postponed until GreenCOM and partners from USAID and CONAP could brief the new director and his staff and obtain their support. Ultimately, the new director of CONAP had other priorities and the promotional strategy did not receive the follow-up support needed to institutionalize it. (For example, CONAP was to host follow-up meetings with the Ambassadors, but those meetings were never conducted.)

In late 2002, USAID/Guatemala shifted the focus of its environmental program by ending most of its projects in the Maya Biosphere in order to concentrate on activities in the Atitlán Volcanoes and Motagua-Polochic regions. The mission asked GreenCOM and FIPA to focus on those areas as well.

Because of these changes, there was no formal USAID or CONAP follow-up to or evaluation of the promotional plan or the Ambassadors' efforts. CONAP did, however, monitor some of the

Ambassadors' activities. In September 2003, the agency's director of education and development gave a presentation at the World Parks Congress called "Mobilizing Volunteers for Gaining Support for the Mayan Biosphere Reserve." In it, he reported that:

- Maya Biosphere Ambassadors and CONAP personnel had made presentations to more than 2,200 people.
- The Maya Biosphere video had been shown to more than 12,000 school children.
- The Maya Biosphere traveling display had been set up at thirty-six events. One of the most important of those events was the First Mesoamerican Congress of Protected Areas, which more than 800 protected area leaders attended.
- 15,000 people had viewed the MBR video.

One of the important lessons from GreenCOM's experience in Guatemala is that communication capacity and a sense of responsibility must be cultivated in multiple partners and in multiple sectors in order to be sustainable. If one partner withdraws its support, the other partners are equipped to continue as planned.

D. Deliverables

Per the scope of work for technical assistance, the following deliverables were completed:

1. Creative strategy for promotion of the MBR (description of the target audience, message content, tone, etc.) that was used to guide the development of the promotional materials, ensuring consistency across the various communication channels.
2. Terms of reference and selection process for the advertising agency that was contracted to develop the promotional materials.
3. Curriculum for training-of-trainers workshop for the Maya Biosphere Ambassadors (methodology, training guide, and support materials for the three-day Ambassador workshops).

These resulted in the Maya Biosphere Ambassador Promotional Kit and training.

IV. ATITLÁN VOLCANOES AND DEFENSORES DE LA NATURALEZA (2003–2004)

A. Introduction

USAID/Guatemala's 2001–2004 Environmental Strategic Objective (SO) progressively expanded into two other key areas for biodiversity conservation: the Atitlán Volcanoes bioregion and the Polochic and Motagua river basins. At the same time, the mission reduced its number of SOs from five to three. Three existing SOs (education, income, and environment) were combined into one. It also shifted its geographic focus to the poorest areas of the country, part of which overlapped with the Atitlán Volcanoes and Motagua-Polochic bioregions. Funding for a separate environmental SO ended and environmental Intermediate Results (IRs) and issues were incorporated into the new combined SO described above. The Nature Conservancy's Parks in Peril program continued to work in both the Atitlán Volcanoes and Motagua-Polochic bioregions.

USAID requested that GreenCOM's technical assistance support these funding changes. Specifically, they asked GreenCOM to help partners and counterparts develop strategic plans for allocating limited funding for environmental communication. In October 2002, GreenCOM's senior communication specialist Ms. Bette Booth visited Guatemala to outline priorities for technical assistance with USAID and its various partners.

During this visit Ms. Booth assisted in a one-day workshop on environmental education and communication in Panajachel with other USAID partners in the Atitlán Volcanoes region—The Nature Conservancy (TNC), Vivamos Mejor, CONAP, Amigos del Lago (Friends of the Lake, a local environmental NGO), Universidad del Valle, and the Association of Private Reserves of Guatemala (ARNPG)—to discuss the potential role of strategic communication and GreenCOM technical assistance. She also met separately with TNC and Defensores de la Naturaleza, program implementation partners for the Motagua-Polochic region. Both TNC and Defensores were in the process of developing strategic plans and it was decided that GreenCOM assistance would be more appropriate after they had developed those plans.

In August 2003, Ms. Booth provided a two-week consultancy to initiate technical assistance with Defensores de la Naturaleza in the development of its marketing and communication strategy to strengthen and diversify its funding base, discuss potential technical assistance to the Atitlán Volcanoes project, and identify next steps for GreenCOM technical assistance in Guatemala.

Ms. Booth conducted in-depth interviews with the various internal and external actors related to Defensores and reviewed documents, studies, and existing promotional and educational materials. She presented the preliminary findings of this review to USAID, the Defensores board of directors, and the Defensores image committee and incorporated their feedback and suggestions into the technical assistance report. Ninety percent of the consultancy was dedicated to this task. The outcome was a document titled *Technical Assistance Report—Recommendations for a Marketing Plan for Defensores de la Naturaleza*.

For the Atitlán Volcanoes project, she participated in meetings with TNC, USAID/Guatemala, and Vivamos Mejor staff to discuss potential GreenCOM assistance. Group members had made significant progress in developing local natural resource use management plans in each of the municipalities where they were working and they were preparing to implement an ecotourism strategy in the San Pedro municipality as a model that could later be applied in other municipalities. TNC and Vivamos Mejor requested GreenCOM's assistance in developing a marketing plan for this strategy.

Eventually, GreenCOM was asked to contract a local environmental communication and marketing specialist, Rony Mejía, for one year to provide technical assistance to both Defensores and the Atitlán Volcanoes project. Mr. Mejía was assigned to work with Defensores full time from September to December 2003. From January through September 2004 divided his time between Defensores (seventy percent) and Atitlán Volcanoes (thirty percent). Ms. Booth provided GreenCOM support and supervision through e-mail communication, weekly telephone calls, and two supervisory visits to Guatemala. The complete scope of work for this technical assistance is included in [Appendix C](#).

B. Defensores de La Naturaleza

Defensores de la Naturaleza is a nonprofit organization dedicated to protecting and conserving Guatemala's natural resources. In 1990, Defensores became the first co-administrator of a Guatemalan national park, Sierra de las Minas. In 1997, it began administration of the United Nations (Naciones Unidas) National Park and the Bocas del Polochic Wildlife Refuge, followed in 1999 by Sierra de Lacandón National Park. Defensores now administers 1,067,040 acres, or almost five percent, of Guatemalan protected territory. The financial analysis that was conducted as part of GreenCOM's initial technical assistance indicated that the organization's financial situation was extremely dependent on only one funder—USAID—that was in the process of decreasing its allocation for environmental programs. Defensores asked for GreenCOM's assistance in designing and implementing a marketing and communication strategy to build greater awareness about the organization and to generate new sources of revenue, both domestic and international.

Results and Lessons Learned

GreenCOM's assistance to Defensores de la Naturaleza was intended to strengthen its institutional development department, which oversaw fundraising. However, Defensores had an institutional development director during only two of the twelve months of GreenCOM's assistance. Instead of responding to an overall institutional development strategy, as had been proposed, the marketing and promotional materials (deliverables) were prepared by GreenCOM in response to the interests and needs of each park director (Sierra de Lacandón, Bocas del Polochic, Naciones Unidas, and Sierra de las Minas) with general approval and support from the executive director. Park and section directors used all of the materials successfully at the operational level; they were also used successfully for some fundraising activities. Unfortunately the board of directors had very little involvement in the process primarily because there was no institutional development director to link operational work with the work of the board.

C. Atitlán Volcanoes

Background

The Lake Atitlán basin covers six hundred twenty-five square kilometers. It is a small segment of a larger bioregion that covers the central and western volcanoes of Guatemala. The USAID program focuses on three volcanoes adjacent to Lake Atitlán (Atitlán, Toliman, and San Pedro). The Atitlán area is a high priority because of the environmental services that it provides, including scenic beauty for the important tourist industry around Lake Atitlán and the services that it provides in water acquirer recharge. There are approximately seven hundred fifty species of flowering plants, both conifers and broad-leaf, in the area. Of these, about fifty are endemic. More than twenty local tree species are threatened, including the *pinabete*. While there is little baseline information on vertebrates, more than one hundred thirty bird species have been identified in one six-hundred-hectare reserve.

The Atitlán Volcanoes bioregion has a formally declared multiple use zone that CONAP was managing in a minimal fashion. In 2000, a master plan was developed that establishes several types of management zones within the multiple use area. This zoning includes: (1) primitive zones in the highest areas of the Atitlán, Toliman, and San Pedro volcanoes that are important for their biological diversity and forest cover; (2) multiple use zones around the “primitive zones” that allow some agricultural development and promote sustainable natural resource use; (3) protective forest zones that protect water sources and offer the possibility of sustainable management for wood products; (4) an intensive use zone that includes the urban centers and the lake shore; (5) Lake Atitlán; and (6) a buffer zone that includes agricultural areas. The major focus of USAID activities from 2001 to 2004 was to establish a strong foundation for long-term biodiversity conservation.

GreenCOM was asked to provide technical assistance for the marketing and promotional strategy of a new ecotourism project in the municipality of San Pedro. The lessons learned from this experience could then be applied with the other municipalities around the lake. In addition to the San Pedro municipal officials, GreenCOM worked with Vivamos Mejor and The Nature Conservancy.

The San Pedro ecotourism volcano project was originally conceived as having three interrelated ecotourism “products”: the volcano (improved paths, an interpretation program, a visitor center, and a new observation deck that would open a niche for tourists in addition to the few mountain climbers who visit San Pedro), a cultural museum, and a series of cultural walking tours. (See [Appendix D](#) for a graphical description of the overall project as originally conceived.) As time went by it became clear that the cultural museum and cultural walking tours were taking longer than expected to develop. GreenCOM’s efforts, therefore, focused on the marketing and promotional strategy for volcano-related ecotourism.

Results and Lessons Learned

Several issues presented special challenges for GreenCOM’s work in San Pedro. First, there was very little community involvement in the development of the ecotourism project despite the existence of several community-based organizations that were interested in participating. Second, the municipal government itself demonstrated only moderate commitment to the project.

Although municipality officials allocated some resources and financing to the project, they would not make critical decisions regarding strategic actions, pricing, and management. A persistent unresolved issue was the pricing structure for visitor services that was to include both a park entry fee and a fee for local guides. Negotiations were still continuing when GreenCOM's assistance ended.

Nevertheless, the marketing and promotional materials created by GreenCOM received widespread approval and seemed to boost interest and promote action whenever they were presented at monthly meetings with municipal and community representatives.

D. Deliverables

As per the scope of work for technical assistance, the following were provided to USAID and the appropriate counterpart institutions:

Defensores de la Naturaleza

- Organizational promotional kit: PowerPoint presentation, graphic layout for brochure and poster, script for video, and a photo bank with 3,474 items
- Parque Naciones Unidas promotional kit: PowerPoint presentation, graphic layout for brochure and poster, photo bank with 387 items. Additional (not required) deliverable: park fact sheet
- Refugio de Vida Silvestre Bocas del Polochic promotional kit: PowerPoint presentation, graphic layout for brochure and poster, photo bank with 754 items. Additional (not required) deliverable: park fact sheet, coordination of a press trip to the park for six leading Guatemalan journalists
- Parque Sierra de Lacandón promotional kit: PowerPoint presentation, graphic layout for brochure and poster, photo bank with 1,308 items. Additional (not required) deliverable: park fact sheet
- Parque Sierra de las Minas promotional kit: PowerPoint presentation, graphic layout for brochure and poster, photo bank with 798 items. Additional (not required) deliverable: park fact sheet
- Improvement of Defensores de Naturaleza's Web site
- Staff training for Defensores on how to make effective presentations and how to be interviewed by the mass media

Additional support and products provided to Defensores that were not required as deliverables:

- Report titled *Analysis of the Internal and External Marketing Capacity for Defensores de la Naturaleza's Image, Services, Products, and Projects* (November 2003)
- Helped edit and lay out the 2003 annual report
- Designed new institutional folders
- Designed t-shirts for each park

- Supported the organization of the 2003 annual report meeting and presentation
- Assisted in organizing two general assembly meetings
- Developed presentations on the final reports for Parque Sierra de Lacandón archaeological projects
- Helped organize an event to highlight USAID's donation to Parque Sierra de Lacandón
- Helped develop the agenda and provided support for U.S. Department of the Interior's technical assistance visit to Bocas del Polochic
- Conducted marketing and promotional workshops for institutional development department
- Provided assistance in organizing an inauguration event for projects at Parque Naciones Unidas
- Organized and conducted a press trip to Refugio de Vida Silvestre Bocas del Polochic, which resulted in reports on two television news programs and in two major newspapers
- Helped organize and participated in USAID director's visit to the Motagua-Polochic region

Atitlán Volcanoes

- Mid-term marketing plan
- Creative plan (more detailed than marketing plan; described the target audience and elements of the promotional strategy)
- Graphic design of basic promotional materials
- Press kit for launch of municipal park
- Internal educational/promotional kit for the community (included in the marketing and creative plan)
- Photo bank containing 1,456 items
- Organizational and promotional design support for USAID director's visit

Additional support and products provided to Atitlán Volcanoes project that were not required as deliverables:

- Developed the Vivamos Mejor strategic plan workshop summary
- Provided graphic design of posters for community walking tours (on coffee, culture, Maya healing, fishing, and Maya priests)
- Developed San Pedro park and Vivamos Mejor presentations for use with INGUAT (Guatemalan Institute of Tourism) and other audiences
- Assisted in the design of interpretive trail signage
- Developed script for a video about the visit of USAID's natural resources team to the site
- Provided the project description for Guatemala's national sustainable tourism contest

APPENDIX A: SCOPE OF WORK FOR THE MAYA BIOSPHERE RESERVE ENVIRONMENTAL EDUCATION & COMMUNICATION ASSESSMENT (2001)

A. Context

Over the last decade, a series of activities and efforts have been undertaken by a number of Guatemalan institutions and international organizations to promote awareness of, and active support for, the conservation of the Maya Biosphere Reserve (MBR). Since the creation of the reserve, government institutions such as CONAMA and CONAP, and several local and international NGOs, have implemented their own formal, nonformal, and informal environmental education and communication (EE&C) programs. Yet, their individual efforts have done little to increase the collective awareness among Guatemalans living within or distant from the reserve about the myriad threats their actions pose to maintaining its ecological integrity and productivity, or increase understanding about the reserve's value to the Peten, Guatemala, and the Central American region as a whole. Although well intentioned, these EE&C interventions have not been well coordinated with one another and lack a singular theme or consistent set of messages.

Perhaps more importantly, however, is that these EE&C activities have neither significantly changed the attitudes of the major MBR stakeholder and user groups about the reserve itself nor have they been successful in altering their current behaviors (i.e., those observable actions or practices that are environmentally harmful). Also absent is a full appreciation by these audiences of what it will take to safeguard the reserve's future (that is, adoption of select behaviors or environmentally benign actions) as well as a lack of understanding of the actual roles and responsibilities that each individual and stakeholder group should and can play. Whether policymaker or farmer, municipal leader or rural mother, student or logger, each individual has a direct or indirect role in ensuring the conservation and wise management of the MBR.

With the 10th anniversary of the MBR's creation nearing, USAID/Guatemala has an opportunity to assist the various stakeholder institutions rethink, refocus, and repackage their EE&C interventions in support of the reserve. This can best be achieved by taking a systematic and rigorous look at what has and hasn't worked and from that, forging a unified EE&C strategy that incorporates the unique attributes, resources, capabilities, and input of all MBR's stakeholder institutions and user groups.

B. Purpose

The purpose of this technical assistance assignment will be to determine how EE&C can best be used to support the overall mission of CONAMA, CONAP, its member institutions and NGOs in the sustainable management and conservation of the Maya Biosphere Reserve. An allied goal is

to assist these entities begin the process of developing more effective, targeted, and coordinated EE&C interventions that, over time, will contribute to the long-term viability of the reserve.

C. Objectives

- Conduct a rapid assessment of EE&C interventions and projects implemented by MBR stakeholders, including CONAMA, CONAP and member institutions (in Guatemala City and the Peten).
- Convene a participatory workshop (one to two days) to share the EE&C assessment findings and recommendations with representatives of USAID/Guatemala, CONAMA, CONAP/Guatemala, CONAP/Peten, local and international NGOs, and other MBR stakeholders.
- Jointly develop an EE&C conceptual framework that would eventually support the development of a long-term, unified EE&C strategy, that could be launched in conjunction with the celebration of the 10th anniversary of the MBR.

D. Scope of Work

A three-person team of experienced EE&C professionals will complete the following sequence of activities:

1. Prior to arrival in Guatemala City, review all relevant and available reports, evaluations, and other background documents provided by USAID/Guatemala regarding the activities of the MBR, CONAP, and its member institutions, EE&C materials and products, as well as USAID/Guatemala's strategic objective framework as it applies to the Peten and the MBR, etc.
2. Upon arrival in Guatemala City, receive briefing from USAID/Guatemala staff and develop a schedule for a series of in-depth interviews with appropriate Mission staff knowledgeable of the MBR and related issues.
3. Conduct in-depth interviews with Guatemala City-based representatives of CONAMA, CONAP, member institutions, other donor officials, national leaders and government officials as identified by USAID/Guatemala.
4. Travel to the Peten to conduct in-depth interviews with CONAP/Peten representatives, local NGOs, local civic leaders, municipal officials, resource users, farmers (men and women), heads of households, resource users (i.e., loggers) etc., as well as conduct observational visits to selected MBR field projects and activities, review/observe existing EE&C interventions and programs, etc.
5. Analyze assessment findings of literature review, in-depth interviews, and site visits of EE&C interventions upon return to Guatemala City.

6. Present preliminary findings, recommendations and workshop agenda (e.g., purpose, objective, format, content, etc.) to USAID/Guatemala. (Workshop location to be jointly determined by GreenCOM and USAID/Guatemala).
7. Present findings and recommendations to representatives of CONAMA, CONAP/Guatemala City, CONAP/Peten, international and local NGOs, and other key officials identified by USAID/Guatemala at workshop.
8. At the same workshop, employ a participatory process to work with participants to develop an EE&C conceptual framework to promote CONAMA, CONAP and member institution project accomplishments in the MBR to Guatemala decision makers, the general public, resource users, and inhabitants of the Peten, as well as support conservation and sustainable management objectives of the MBR. The workshop also will be used to develop options for promoting the 10-year anniversary of the MBR.
9. Depart Guatemala.
10. In the U.S., prepare a final report containing: the EE&C assessment findings; recommendations for CONAMA, CONAP, and institutional members, and the EE&C conceptual framework.

E. Support Needs

The GreenCOM Assessment Team will need Mission assistance in setting up interviews and meetings with Guatemala City–based representatives of CONAMA, CONAP, member institutions, other donor officials, national leaders, and government officials as identified by USAID/Guatemala. Ideally, many of these meetings would be pre-arranged by Mission staff prior to the Team’s arrival. Moreover, USAID/Guatemala assistance will be needed to ensure the full participation of local representatives at the final workshop, as it will be critical to the overall success of the technical assistance assignment.

In addition, it is assumed that USAID/Guatemala will ask all of the Guatemala City–based institutions to notify their colleagues in the Peten about the purpose of the EE&C assessment (again, prior to the Team’s arrival), make field staff available for interviews, and as needed, provide vehicles to transport the GreenCOM Team to various interviews and observational visits throughout the MBR.

F. Deliverables

The GreenCOM Team will be responsible for producing the following for USAID/Guatemala:

1. A brief assessment report of EE&C activities and interventions implemented by MBR stakeholders, including sections of strengths and weaknesses, opportunities and obstacles, capacity building needs, etc. Also included will be a set of recommendations for CONAMA, CONAP and respective member institutions to improve and enhance EE&C delivery, effectiveness, and impact of individual and joint programs. (In English & Spanish. Not to exceed 25 pages.)
2. An EE&C conceptual framework for CONAMA, CONAP, and all member institutions that will support the long-term conservation and sustainable management objectives of the MBR, including options to promote a MBR 10th anniversary event. This preliminary document would include among other things: a conceptual framework for the strategy; possible EE&C tactics channels of communication to be used (e.g., television, radio, print media, website, extension services, youth-based initiatives); EE&C capacity building/training plan of Guatemalan staff; implementation options and sequencing; roles and responsibilities of CONAP as well as the various member institutions in executing the strategy; monitoring and evaluating strategy impact, etc. (In English & Spanish. Not to exceed 20 pages.)

Hard copies (4) and a diskette version (1) of the assessment report, recommendations, and EE&C conceptual framework will be provided to USAID/Guatemala upon completion.

G. Period of Performance

Approximately five weeks (including work in the U.S. in Guatemala), beginning o/a August 7 through September 15, 2000. (The team will arrive in Guatemala o/a August 20th and will split its time between Guatemala City and the Peten over a three-week period.)

H. Contact Person at USAID/Guatemala

Claudia de Pastor, Income and Natural Resources Office

APPENDIX B: SCOPE OF WORK FOR THE MAYA BIOSPHERE RESERVE COMMUNICATION STRATEGY (2002–2003)

The Environmental Education and Communication Project (GreenCOM) will provide technical guidance to the Environmental Policy Institutional Strengthening Project (FIPA)³ in the design and implementation of the Maya Biosphere Reserve Promotion Plan through a series of short, focused visits over a twelve-month period. The following describes the technical assistance that will be provided:

A. Visit One: Two Weeks

1. In coordination with FIPA and selected members of the Team Charter, define the core set of messages that will be communicated in the MBR Promotion Kits and map.
2. Develop the Terms of Reference and Selection Criteria for the advertising agency and assist FIPA to put them out to bid. (For example, identify ad agencies that will be sent the Request for Proposals.)
3. Define roles and responsibilities of FIPA, the USAID/Guatemala Team Charter members, USAID/Guatemala, and other institutional contractors in the design and implementation of the MBR Promotion Plan.

B. Visit Two: Two Weeks

1. Assist FIPA to select the advertising agency.
2. Initiate creative strategy work with the ad agency to ensure that they start off on track.
3. Initiate development of the MBR Promotion Diffusion Plan including selection of participants in the first training course.
4. Initiate development of the national and regional MBR media training plan.

³ This project, conducted by IRG through EPIQ I, is the primary implementer of USAID's environmental program in Guatemala.

C. Visit Three: One Week

1. Refine the Promotion Plan and materials based on the results of the Maya Biosphere Reserve Decision-makers Study and Materials Pretest.
2. Review the MBR Promotion Diffusion Plan, budget, timeline, monitoring plan (coordinated with FIPA), and materials distribution plan.
3. Review the draft Gestores de la Biosfera Maya Training Plan and Guide.

D. Visit Four: Two Weeks

1. Conduct training-of-trainers of the Gestores de la Biosfera Maya Training Plan.
2. Finalize the MBR Promotion Diffusion Plan, budget, timeline, monitoring plan (coordinated with FIPA), and materials distribution plan.

E. Support from the U.S.

1. Via a combination of e-mail and telephone, provide managerial and technical guidance and support to FIPA, the advertising agency, and other relevant institutions as necessary throughout the development and implementation of the Promotion Plan.
2. Design the Gestores de la Biosfera Maya Training-of-Trainers Workshop, a three-day workshop on public speaking techniques, how to use the MBR Promotional Kit with different target audiences, and how to train other people to do the same.
3. Draft “Gestores de la Biosfera Maya Guide.”
4. Draft the content of the four PowerPoint presentations that are the core of the Maya Biosphere Promotion.

F. Output Deliverables

1. Content of messages to be communicated through the MBR Promotion Plan (creative strategy).
2. Terms of Reference for the advertising agency and Selection Criteria.
3. MBR Promoters Training-of-Trainers Workshop curriculum (three day workshop) (in process and on time)

G. Role of FIPA

It is understood that FIPA will be responsible for providing, as necessary:

- Funding of the design and production of the MBR Promotion Kit and materials, MBR maps, MBR Interpretive signs, and Web page.
- Funding, organization, and implementation of the MBR Promoters Training-of-Trainers Workshop and implementation of the MBR Promotion Diffusion Plan.
- Funding, organization, and implementation of the MBR National and Regional Media Training.
- Coordination with other USAID Environment Program initiatives such as GreenCOM, WID-TECH, and the Department of Interior (DOI).

It is also understood that FIPA is assigning an appropriate, qualified counterpart (with sufficient time and authority) to organize, supervise, and conduct the implementation of the MBR promotion activities who will work as the counterpart for the GreenCOM technical assistance.

APPENDIX C: SCOPE OF WORK FOR ATITLÁN VOLCANOES AND DEFENSORES DE LA NATURALEZA (2003–2004)

A. Time Allocation for GreenCOM's Assistance to Defensores

February: 25% Defensores and 75% Atitlán (Defensores priority: Annual Report presentation. Atitlán priority: Marketing plan and USAID Director's visit on Feb. 24–27)

March–September: 50% Defensores and 50% Atitlán

B. Deliverables:

- Design of a promotional kit with video, PowerPoint, brochure and poster for Fundación Defensores de la Naturaleza.
- Design of a promotional kit with PowerPoint, brochure, and poster for each of the four parks
- Training of key personnel on how to use materials for persuasive presentations
- Improvement of web page with new promotional materials
- Training of key personnel on how to work effectively with the mass media
- Photo bank

C. Counterpart⁴

- Personnel:
 - ✓ Decision making: Oscar and the Image Committee.
 - ✓ Implementation: Vanessa and Regina
- Financing of promotional materials (attached budget)
- Clear feedback process for adjustments and approval of material design. GreenCOM will present material drafts to Image Committee. After revision and approval by the committee, production will begin.
- Masters of existing videos from Defensores for use in the new video.

⁴ Basic requirements for GreenCOM's support that will be established in a letter between Defensores and USAID's Natural Resources office.

D. Time Allocation for GreenCOM's Assistance to Atitlán

February: 25% Defensores and 75% Atitlán (Defensores priority: Annual Report presentation. Atitlán priority: Marketing plan and USAID director's visit on Feb. 24-27)

March-September: 50% Defensores and 50% Atitlán

E. Deliverables:

- Mid term marketing plan
- Creative plan and design of a basic promotion materials
- Press Kit for inauguration
- Internal community Education/Promotion Kit
- Photo bank
- Support the organization and promotional materials for the USAID director's visit on Feb. 24-27.

F. TNC and Vivamos Mejor counterparts⁵

- Personnel
 - ✓ Decision making: Vivamos Mejor—Marlon. San Pedro Municipality: Mayor
 - ✓ Implementation: Vivamos Mejor—Isabel. San Pedro Municipality: Felix
- Financing of promotional materials production (TNC - \$6,000.00)
- Clear feedback process for adjustments and material design approval (to be defined)
- Access to TNC's footage for video development

⁵ Basic requisites for GreenCOM's support stated through a letter between the organization and GreenCOM.

APPENDIX D: GRAPHIC REPRESENTATION OF THE ATITLÁN PROJECT AS ORIGINALLY CONCEIVED

